

Q2 2012 Environmental Stand Down

What does good look like? Here are some examples of past stand downs that yielded action plans at the Hydro Business Unit.

Example 1

I had the OD stand down meeting tonight with some very good dialog. Here are a few comments that were shared by the operators.

- The recent H2 train trip would have been very difficult to foresee, however after the trip we did miss several things that made the event much worse.
- Radio communication could have been much better, including repeat back when instructions are given. Outside areas very loud due to steam leaks/safeties lifting.
- Back each other up, we know we were shutting down 8 plant, chime in and remind HO/CO-1 that we need to route off test.
- Stressed the areas that went well, including using I&E for the V-440 assistance and K-400 shutdown.
- Stressed procedure sign off and following even during emergencies.
- Stressed the use of pause/stop work authority.

I asked all the operators to re-commit to doing all tasks properly and safely.

Example 2

Here are the nuggets from the OD meeting.

Do you believe these incidents could have been prevented ?

• If so, how ? If not, why not ?

- All folks thought most of the incidents could be prevented here are the nuggets:
- Proper line labeling(RLOP)
- RLOP ops believes more timely lab results would help them optimize the units much better
- NISO believes better communications between operations and eng/management and maintenance
- All believe a change in how we prioritize maintenance may prevent incidents
- Moral seems low(ie not appreciated, management not walking the walk etc)

What will you do to help create an immediate change in our performance ?

- Better Communication is a reoccurring theme both plant to plant, ops to management/eng/maint
- Ops talked about getting head back in the game

What will you commit to doing differently ?

- I will commit to better communication with the crew and to hydro management
- I will commit to better holding the HO's to be more in the game

What will your people commit to doing differently ?

- Communicating better/differently includes better turnovers
- Adhering to the tenets of operation